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Status of Women Canada

2009–2010
Report on Plans and Priorities

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Minister of Canadian Heritage and Official Languages

The Honourable Helena Guergis
Minister of State (Status of Women)

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Minister's Message

The Canadian Heritage portfolio gives Canadians the opportunity to participate in society and to achieve their full potential. As a Canadian Heritage portfolio agency, Status of Women Canada is working to achieve these goals.

In recognition of the important roles women play in Canada—and of the need to build opportunities for women in every area of federal investment—the Prime Minister took the step of creating a distinctive Minister of State position. I am pleased to have been asked to assume this key role on behalf of Canadians.

Canada has made significant progress in enhancing women's participation in the life of the country. Women have made gains in higher education, workforce representation, income, political participation and others.

With their increased participation in the labour force, women are making significant contributions to Canada's economy. For example, Canada's business sector is benefiting from the influx of women who comprise a significant proportion of those involved in leading small and medium-sized enterprises. Women's participation in the economy is vitally important since Canada already faces challenges brought on by an ageing population and increasing labour shortages. These challenges are greatest in sectors that call for skilled trades people and knowledge workers—areas where women are starting to play an ever more significant role.

With the appointment of 11 women, we have achieved the highest representation of women ministers in Cabinet.

In spite of these gains, gender equality gaps remain in key areas. We need, therefore, to continue our efforts to promote women's full and active participation in all aspects of Canadian society.

Canadian families, including women are experiencing the effects of the current global financial crises. If we are to emerge from this period of global economic turbulence successfully, Canada needs the contributions of every citizen more than ever before, and, the full participation of women.

In 2009–2010, Status of Women Canada will lay the groundwork for a federal Action Plan for Women to implement its strategic direction through partnerships spanning governments, civil society and private sector leaders, working with women to create the conditions for women to succeed. To that end, the agency has identified the following three-pillar strategic direction:

- **improving** women's economic security and prosperity through partnerships and by promoting women's labour force participation;
- **enhancing** women's personal safety and security, particularly addressing violence against women and girls by working with a wide-range of partners, such as the Native Women's Association of Canada on the Sisters in Spirit initiative; and

- **encouraging** women in leadership and decision-making roles, including in the democratic process.

I invite you to read the Report on Plans and Priorities for 2009–2010 prepared by Status of Women Canada. This report shows Status of Women Canada's commitment to ensuring continued progress in addressing gender equality and enhancing women's participation in the country's economy and in Canadian society, so that Canada can benefit from the contributions of all of its citizens, women and men alike.

The Honourable Helena Guergis
Minister of State (Status of Women)

Section I—Departmental Overview

1.1 Summary information

Raison d'être and responsibilities

In 1976, the Government of Canada established the Office of the Coordinator, Status of Women, with the mandate *to coordinate policy with respect to the status of women and to administer related programs* (Order in Council 1976-779).

Status of Women Canada (SWC) is the primary federal organization entrusted with the mandate to advance the status of women. It fulfills its mandate by working with a wide range of partners such as federal departments and agencies, provincial/territorial governments, non-governmental organizations and the private sector. In so doing, the agency seeks to achieve an enduring outcome for Canadians, i.e., *equality for women and their full participation in the economic, social and democratic life of Canada.* To achieve this strategic outcome, SWC uses its Program Activity Architecture to allocate and manage resources, to carry out two Program Activities, to achieve expected results and contribute to the long-term planned outcome.

The first Program Activity—strategic policy analysis, planning and development—involves training and tool development, policy analysis; and provision of advice and support to federal departments and agencies. It contributes to one of the Government of Canada outcomes: Government Affairs (http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/mrrswebsite).

- In carrying out this activity, SWC delivers training, develops tool and provides support in order to enable departments and agencies to integrate gender considerations in public policies, programs and initiatives. This process is known as gender-based analysis (GBA) (http://www.swc-cfc.gc.ca).
- By working with central agencies, SWC also seeks to embed gender considerations in existing accountability mechanisms so that public institutions develop policies and programs that integrate the needs and realities of women. (http://publiservice.tbs-sct.gc.ca)
- SWC seeks to influence decision-making processes so that the impact of these decisions on women and their ability to participate fully in all spheres of Canadian life are taken into consideration and are reflected in domestic initiatives and international instruments affecting women.

The second Program Activity—women's participation in Canadian society—is carried out through two sub-activities: supporting women's empowerment and building strategic partnerships. This Program Activity contributes to the Government of Canada outcome: Economic Affairs (income security and employment for Canadians).

- This Program Activity provides financial and professional assistance to eligible Canadian organizations to carry out projects at local, regional and

national levels. Through these projects, women are empowered with information, tools and enhanced abilities to participate in their communities.

- This Program Activity also facilitates the engagement of Canadian public, private and voluntary sector organizations in creating opportunities for women, and, in changing systems to promote women's economic security and prosperity, to encourage women's leadership in key decision-making institutions and in working to eliminate violence against women. The Program assists in leveraging resources through partnership projects designed to engage Canadians in advancing equality for women.

Organizational information

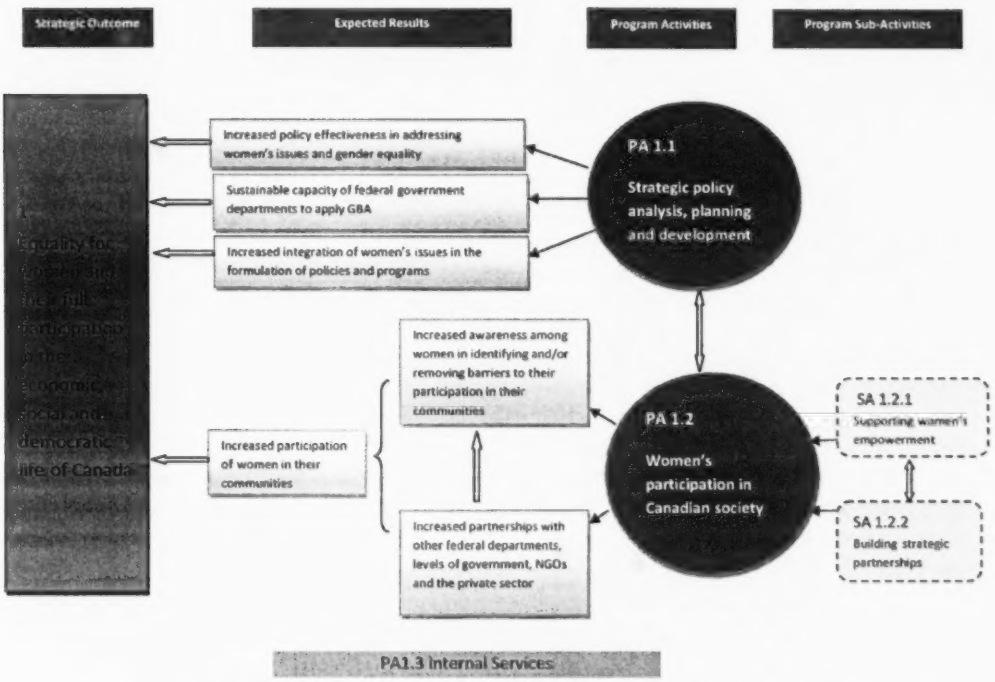
The SWC Executive Committee, a corporate decision-making body, is composed of the Coordinator, the Deputy Coordinator and senior managers (i.e. Directors General of the Policy, Women's Program, and Communications and Strategic Planning Directorates, the Director of Corporate Services, the Chief of Ministerial Services and Audit and Evaluation and Senior Advisor, Women and Economic Prosperity). The Executive Committee is supported by advisory and operational committees that undertake various tasks.

The SWC head office is located in the National Capital Region. SWC's four regional offices are located in: Montreal (serving Quebec and Nunavut), Moncton (serving New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador), Edmonton (serving Alberta, Manitoba, Saskatchewan, British Columbia, the Northwest Territories, Yukon) and the National Capital Region (serving Ontario and national organizations).

Strategic outcome and program activity architecture

Strategic Outcome: Equality for women and their full participation in the economic, social and democratic life of Canada

The chart below illustrates SWC's Program Activity Architecture (PAA) as approved by Treasury Board and as displayed in the 2009–2010 Main Estimates.


Strategic Outcome
Expected Results
Program Activities
Program Sub-Activities
Increased policy effectiveness in addressing women's issues and gender equality
Sustainable capacity of federal government departments to apply GBA
Increased integration of women's issues in the formulation of policies and programs
PA 1.1
Strategic policy analysis, planning and development
Increased awareness among women in identifying and/or removing barriers to their participation in their communities
Increased participation of women in their communities
PA 1.2
Women's participation in Canadian society
SA 1.2.1
Supporting women's empowerment
SA 1.2.2
Building strategic partnerships
Increased partnerships with other federal departments, levels of government, NGOs and the private sector
PA1.3 Internal Services

The PAA serves as a basic structure through which SWC allocates and manages resources for the purpose of achieving expected results, as well as for reporting on results in Estimates and Public Accounts. This framework identifies SWC's strategic outcome: *Equality for women and their full participation in the economic, social and democratic life of Canada.* As indicated in its Management Resources and Results Structure (MRRS), SWC seeks to contribute to this long-term outcome through two Program Activities: Strategic policy analysis, planning and development, and Women's participation in Canadian society. The results from these Program Activities show the extent to which SWC influences its strategic outcome and serve as indicators of progress toward the planned result.

PAA crosswalk

In 2008, SWC received Treasury Board approval for a revised PAA which will take effect in 2009–2010. The new PAA will affect Estimates and Public Accounts reporting starting next fiscal year and will establish reference levels for 2009–2010 and future years. The two Program Activities were also amended to ensure that they are consistent with the Management, Resources and Results Structure of the agency.

1.2 Planning summary

The tables below show the summary of planned spending and planned human resources for the next three fiscal years.

Financial resources ($ millions)

2009–2010	2010–2011	2011–2012
31.4	30.4	29.4

Human resources (FTEs)

2009–2010	2010–2011	2011–2012
94	94	94

Linkages between strategic outcome, program activities, priorities and Government of Canada outcomes

Strategic Outcome: Equality for Women and their full participation in the economic, social and democratic life of Canada

Performance indicators	Targets
Representation of women in senior decision-making positions in public and private sectors	1% increase per year
Representation of women in the labour market, including access to support programs and services for entrepreneurship	1% increase per year
Participation of women in political processes/systems at the local, provincial and federal levels	1% increase per year

Program activity	Forecast spending ($million)	Planned spending ($million)			Alignment to Government of Canada outcomes
	2008–2009	2009–2010	2010–2011	2011–2012	
1.1 Strategic policy analysis, planning and development	1.7	1.7	1.7	1.7	Government Affairs
1.2 Women's participation in Canadian society	27.8	25.9	24.9	23.9	Income security and employment for Canadians
1.3 Internal services[a]	3.5	3.8	3.8	3.8	
Total planned spending	**33.0**	**31.4**	**30.4**	**29.4**	

[a] Budget 2007 provided additional $10 million annually to SWC as a proactive measure to achieve concrete outcomes in key areas, such as combating violence against women and girls and to enhance women's economic security.

Contribution of priorities to strategic outcome

Operational priorities	Type	Links to strategic outcome	Description
Develop an Action Plan to Advance Equality for Women, in line with the three strategic objectives of SWC	New	Equality for women and their full participation in the economic, social and democratic life of Canada	The Action Plan to Advance Equality for Women will consist of a range of initiatives consistent with the strategic objectives of SWC.
Continue to invest in projects that address: women's economic security and prosperity; women's personal safety and security (ending violence against women); and women in leadership and decision-making roles	Previously committed	Equality for women and their full participation in the economic, social and democratic life of Canada	This priority will be implemented by using the following approaches: ***Strategic Investment:*** By determining funding priorities, SWC will invest strategically in areas where the need is the greatest and where the potential to achieve results is the strongest. SWC will develop new partnerships and strengthen existing partnerships with public, non-profit and private sector organizations so that they may play a role in facilitating equality for women and their full participation in the Canadian economy and in society. ***Professional Assistance:*** SWC will deliver information/training sessions to applicants to help them develop high quality proposals, to ensure alignment between SWC direction and funding requests and to achieve expected results. SWC will also facilitate networking among groups with common goals and help organizations to work more effectively. ***Enhance Program Management and Accountability:*** SWC will continue to streamline the management of the Women's Program and strengthen accountability through active project monitoring. To assist in developing SWC's capacity in this domain, the agency has agreed to form part of the Committee led by the TBS for the federal Grants and Contributions reforms and Action Plan.

... continued

Management priorities	Type	Links to strategic outcome	Description
Develop and implement a Corporate Risk Profile	New	Equality for women and their full participation in the economic, social and democratic life of Canada	A corporate risk profile will enable SWC to use coherent, systematic and integrated risk management practices. Work is underway to develop the Corporate Risk Profile which will facilitate ongoing integrated risk management within SWC.
Continue work on the Values and Ethics Framework	Previously committed		SWC will develop further its Values and Ethics Framework.
Enhance areas for improvement identified through the Management Accountability Framework (MAF) assessment	New		In an effort to enhance management excellence within the agency, SWC will follow up on the MAF assessment to identify areas that require improvement.

1.3 Risk *analysis*

In determining its plans and priorities for 2009–2010, SWC examined its planning context and operational environment in order to identify opportunities and potential risks and to develop effective mitigation strategies.

Planning context

SWC fulfills its mandate within a context where progress has been made on the overall status of women, on the one hand, and gender equality gaps persist on the other. According to various studies, including *Women in Canada*, 5th Edition (2006), women have made gains in academic achievement,[1] workplace representation,[2] income[3] and others. The economic returns of this progress could be substantial.

In spite of this progress, economic, social and other gaps between women and men persist. For example, women across all occupations continue to earn less than men. In 2007, women earned 84 cents for every 1 dollar per hour earned by men[4]. In some cases, this gap is even wider and more persistent. Aboriginal women as well as immigrant women, senior women and

[1] In 2006, 18% of women aged 15 and over had a university degree, up from 10% in 1991 and just 3% in 1971.

[2] The participation rate of women in the labour force reached 62.4% in 2008, representing the highest level to date.

[3] The average income of women in 2005 was almost 8% higher than the figure in 2000.

[4] Labour Force Survey, 2008

women with disabilities remain disproportionately below the poverty line in Canada.

Gaps also persist with regard to women in leadership and decision-making roles.[5] Women account for only 4.2 per cent of company heads, 7.3 per cent of senior executives and 12 per cent of board directors. Among Canada's biggest companies, 75 per cent are run by men-only boards, men make up 94 per cent of the highest-paid Canadian executives and 97 of the top 100 public-owned companies have male chief executive officers.

In the public sector, women make up only about 22.4 per cent of the Members of Parliament in the House of Commons, about 34 per cent of members of the Senate, 41 per cent of federal deputy ministers and about 30 per cent of federally appointed judges. Women represented 33 per cent of Government in Council appointments between 2004 and 2007. This underrepresentation means considerable challenges to Canadian institutions as they develop policies, implement programs and deliver services that respond to citizen needs.

Canadian women also experience a disproportionate level of violence.[6] Women and girls form the majority of victims of domestic abuse and violent crimes such as spousal homicide and criminal harassment. In particular, Aboriginal women in Canada face the highest rates of violence, including racialized and sexualized violence.

Operating environment

OPPORTUNITIES

In 2009–2010, having completed the key aspects of its organizational change, SWC will be looking beyond the transition period to solidify gains for women in Canada in specific areas of priority. The results achieved through the transformation of the organization include enhanced accountability on gender equality, better tools to meet the *Federal Accountability Act* requirements, a wider program reach, improved ability to develop strategic partnerships and to leverage resources and new strategic directions that are fully aligned with Government of Canada priorities. These results provide opportunities to further improve SWC's performance, to strengthen its expected results and to make progress toward its strategic outcome. The lessons learned from the transition period will also be used to address gaps that affect the fulfillment of SWC's mandate.

In Budget 2008, the Government announced "…an Action Plan that will advance the equality of women across Canada," demonstrating further its commitment to achieving the full participation of women. In support of the

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[5] Sources: Catalyst (2007). *Census of Women Board Directors of the FP 500: Voices from the Boardroom*; and Rosenzweig & Company (2008). *Report on Women at the Top Levels of Corporate Canada*.

[6] In 2004, female victims accounted for 86% of sexual assaults, 69% of kidnappings or abductions, and 79% of criminal harassment incidents reported to the police.

Federal Action Plan for Women, SWC has already initiated strategic partnerships to advance women's economic security and prosperity, to address violence against women and to increase the participation of women and girls in leadership roles across society.

The appointment of a Minister of State responsible exclusively for the status of women represents a unique opportunity for SWC. With this position, SWC will have not only an increased visibility but also a stronger voice for ensuring that women's needs are given appropriate attention across the government's agenda. With a position dedicated to the status of women, there is a greater possibility for collaboration with federal and provincial/territorial partners. The designation is intended to ensure that issues affecting women receive greater consideration in decision-making processes.

The Parliamentary Standing Committee on the Status of Women continues to provide an opportunity for SWC to engage in a sustained dialogue on gender equality. This dialogue is important in that it not only keeps government abreast of evolving issues but facilitates government action on challenges that impede the full participation of women in Canadian society.

RISKS

Risk assessment and mitigation strategies are performed routinely on an informal basis throughout the organization. Moreover, SWC officials are working to ensure that risk management is an integral factor applied in formal corporate decision-making processes. As such, SWC has started to develop a Corporate Risk Profile using a multi-phased assessment process, as described below:

- In 2009–2010, SWC will start implementing its Corporate Risk Profile which will be renewed on a yearly basis and a training plan will be developed for all staff to build risk management capacity throughout the organization.
- Using the Program Activity Architecture, risks were identified through meetings with staff from each directorate and by using a standardized Corporate Risk Profile Worksheet. The first phase involves the identification of risk exposure at the level of the strategic outcome, namely "Equality for women and their full participation in the economic, social, and democratic life of Canada".
- Risk exposure and possible mitigation strategies were identified for activities around staff abilities, the creation of tools, outreach ability and learning. The risks were then validated and assessed by the Audit and Evaluation staff and by the Deputy Coordinator and Chief Operating Officer. The next phase will involve the validation of the identified and assessed risks and the proposed mitigation strategies by the Executive Committee.
- SWC has joined the TBS-led initiative on Grants and Contributions Reform and will have an opportunity to contribute to the three-year Action Plan in the small departments and agencies category. (http://www.swc-cfc.gc.ca) This leadership forum will involve the Coordinator in the Dep-

uty Ministers' Committee, the Deputy Coordinator in the Assistant Deputy Ministers' Committee and the Director General of the Women's Program in key committees.

Voted and statutory items

This table illustrates the way in which Parliament approved resources for the Office of the Coordinator, Status of Women.

Voted and Statutory Items displayed in the Main Estimates ($ millions)			
Vote # or statutory item(s)	*Truncated vote or statutory wording*	Main estimates	
		2008–2009	2009–2010
85	Operating expenditures	7.5	8.6
90	Grants and contributions	16.3	19.9
(S)	Contributions to employee benefit plans	1.0	1.1
	Total	**24.8**	**29.6**

Budget 2007 provided additional funding to SWC as a proactive measure to achieve concrete results in key areas, such as combating violence against women and girls and to enhance women's economic security. These figures do not include additional, re-profiled funding expected through the supplementary estimates. Also, the figures do not include the budget for the Minister of State (Status of Women), expected through the supplementary estimates.

Section II—Analysis of Program Activities by Strategic Outcome

The following analysis outlines how SWC allocates and manages resources to achieve the expected results identified under its two Program Activities and to contribute to its strategic outcome. The analysis also contains a discussion of plans and priorities surrounding the two Program Activities.

Strategic Outcome: Equality for women and their full participation in the economic, social and democratic life of Canada

2.1 Program activity summary and planning highlights

Program activity 1.1: Strategic policy analysis, planning and development

Human resources (FTEs) and planned spending ($ millions)					
2009–2010		2010–2011		2011–2012	
FTEs	Planned spending	FTEs	Planned spending	FTEs	Planned spending
15	1.7	15	1.7	15	1.7

Expected results	Performance indicators	Targets
Increased policy effectiveness in addressing women's issues and gender equality	Number of departments that respond to women's issues effectively through policy/program formulation and implementation	3–5 departments per year
Sustainable capacity of federal government departments to apply GBA	Percentage of other government departments with increased capacity to incorporate GBA into their policy and program activities	3–5 departments per year
Increased integration of women's issues in the formulation of policies and programs	Number of new and improved policies and programs that respond to women's issues	3–5 policies per year

The first Program Activity—Strategic policy analysis, planning and development—allows SWC to play a horizontal role across the federal government, to work in partnership with provincial-territorial counterparts and to engage in international activities to advance equality for women. The Program Activity is designed to achieve three distinct but complementary expected results. The cumulative result expected from this Program Activity is the integration of women's issues and gender equality in decision-making processes, in policy formulation and analysis, in program initiatives, in outputs and results, and in international instruments.

Under this Program Activity, SWC delivers training, develops tools and offers advice and other assistance to departments and agencies in order to promote knowledge, enhance skills and equip personnel with the tools required for gender-based analysis. In playing this role, SWC seeks to build a sustained organizational capacity among federal departments and agencies so that they can carry out gender-based analysis in their policy and program initiatives. To monitor its progress in achieving this result, SWC uses indicators, such as the percentage of other government departments and agencies that have increased GBA capacity.

In its partnership role, SWC works in collaboration with federal, provincial-territorial and international partners and stakeholders in an effort to facilitate the integration of women's needs and the application of a gender lens in decision-making processes.

PLANNING HIGHLIGHTS

In 2009–2010, SWC will implement the following operational priorities under Program Activity: Strategic policy analysis, planning and development:

- ***Develop an Action Plan to Advance Equality for Women:*** In support of the Federal Action Plan for Women, SWC will continue to implement its Action Plan through strategic partnerships to advance women's economic security and prosperity, to address violence against women, and to increase the participation of women and girls in leadership roles across society. One of the key initiatives identified in this Plan includes strengthening existing collaboration and building new partnerships with SWC's federal, provincial and territorial counterparts.
- ***SWC Representing Canada Internationally:*** SWC has a long and proud tradition of representing Canada at the UN and other international fora. There is growing interest in SWC success in building broad-based and strategic partnerships. As such, in 2009-2010, SWC will share its best practise and actively seek out other countries' best practices and continue its efforts to ensure that gender-sensitive language acceptable to Canada is embedded in various international documents which Canada signs.

Program activity 1.2: Women's participation in Canadian society

Human resources (FTEs) and planned spending ($ millions)					
2009–2010		2010–2011		2011–2012	
FTEs	Planned spending	FTEs	Planned spending	FTEs	Planned spending
32	25.9	32	24.9	32	23.9

Expected results	Performance indicators	Targets
Increased participation of women in their communities	Proportion of funded projects that demonstrate level of women's participation in their communities	10% of projects
Increased awareness among women in identifying and/or removing barriers to their participation in their communities	Proportion of funded projects that demonstrate raised awareness or knowledge acquisition among women for identifying and/or removing barriers to their participation in their communities	10% of projects
Increased partnerships with other federal departments, levels of government, NGOs and the private sector	Proportion of funded projects involving partners addressing women's issues through joint projects	Approximately 10% of projects

The second Program Activity—Women's participation in Canadian society—facilitates the engagement of Canadian organizations in the ongoing efforts to advance equality for women and their full participation in the economic, social and democratic life of Canada. This engagement is made possible through financial and professional assistance to eligible organizations to carry out projects at local, regional and national levels in key areas such as women's economic security and prosperity, addressing violence against women, and women in leadership and decision-making roles.

This Program Activity is delivered through two components: the Women's Community Fund[7] and the Women's Partnership Fund[8]. Both components contribute toward an intermediate result: increased participation of women in their communities.

Also under this Program Activity, SWC, in collaboration with the Native Women's Association of Canada (NWAC), undertakes the Sisters in Spirit Initiative. Through this initiative, NWAC is working in collaboration with other Aboriginal women's organizations, human rights associations and the federal government to carry out specific activities aiming at: a) quantifying the actual number of missing and murdered women; b) understanding the root causes of racialized and sexualized violence; c) implementing a public

[7] The Women's Community Fund provides grants and contributions to projects to address the economic and social situation of women and their participation in democratic life.

[8] The objective of the Women's Partnership Fund is to build partnerships between Status of Women Canada, eligible non-governmental organizations, public institutions and the private sector through collaborative contribution projects that address the economic and social situation of women and their participation in democratic life.

awareness strategy; and d) influencing policy change and supporting policy development.

PLANNING HIGHLIGHTS

In 2009–2010, SWC will implement the following operational priorities under the Program Activity: Women's participation in Canadian society:

Continue to invest in projects that address SWC strategic objectives: in 2009–2010, SWC will continue to provide financial and professional assistance to a wide-range of organizations to invest in projects that address: women's economic security and prosperity, violence against women, and women in leadership and decision-making roles. This priority enables SWC to build on gains made in previous years and to address identified gaps. To achieve this result, SWC will employ a three-pronged approach:

- ***Strategic Investment:*** SWC will carry out a review of funded projects in order to determine progress toward planned results and to identify priorities. By identifying funding priorities, SWC will ensure that it continues to invest where the need is the greatest and the potential to achieve results is the strongest. In 2009–2010, a call for proposals will be launched under the Women's Community Fund. In managing its resources, SWC will continue to develop new partnerships and to strengthen existing partnerships with organizations in the public, private and non-profit sectors that may play a role in facilitating the full participation of women in Canadian society and to align its objectives with those of the Government of Canada overall.

- ***Professional Assistance:*** SWC will continue to provide professional assistance to potential applicants through information/training sessions. In the past, these sessions have proven effective in assisting organizations to develop funding requests that meet SWC requirements and are in line with its funding priorities. SWC will build on those practices in order to enhance the capacity of applicants so that they can develop projects that achieve results and contribute to the long-term outcome of SWC. To supplement the professional assistance provided through information/training sessions, SWC will also facilitate networks among funded and other groups that share a common goal. It will also help organizations to access resources, tools and materials that help them work more effectively.

- ***Enhanced Program Management and Accountability:*** SWC will continue to streamline the management of the Women's Program and to carry out active monitoring of projects. To strengthen its capacity in program administration, SWC has joined the TBS-led initiative on Grants and Contributions Reform and will contribute to the three-year Action Plan in the small departments and agencies category. This leadership forum will involve the Coordinator in the Deputy Ministers' Committee, the Deputy Coordinator in the Assistant Deputy Ministers' Committee and the Director General of the Women's Program in key committees.

In 2009–2010, the final year of the five-year undertaking, the Sisters in Spirit initiative remains a key priority for SWC. SWC will continue to build on the results achieved through the Sisters in Spirit initiative in order to address the underlying factors contributing to racialized, sexualized violence against Aboriginal women (i.e., violence perpetrated against Aboriginal women because of their gender and Aboriginal identity) and their socio-economic, political and legal status. Under this initiative, SWC will work in collaboration with key government departments and NWAC, using the information/knowledge acquired through the initiative to lay the foundation for future action on emerging policy directions with respect to the four policy priorities of the initiative: reducing violence; improving education and employment outcomes/reducing poverty; providing safe housing/reducing homelessness; and improving access to justice.

Program activity 1.3: Internal services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. It also includes the budget for the Office of the Minister of State (Status of Women).

Financial resources ($ millions)

2009–2010	2010–2011	2011–2012
3.8	3.8	3.8

Human resources (FTEs)

2009–2010	2010–2011	2011–2012
47	47	47[9]

PLANNING HIGHLIGHTS

In 2009–2010, SWC will implement the following priorities under its Internal Services Program Activity:

- ***Implement the SWC Corporate Risk Profile:*** SWC is in the process of finalizing its Corporate Risk Profile which will be operational in 2009–2010. The implementation will involve capacity building through training

[9] SWC is a small agency that functions with *centralized* services to deliver on all aspects of its corporate, communications and management functions. As such, human resources within these centralized Internal Services groups provide corporate, as well as directorate level services to SWC. It would be fair to say that 20%–25% of these resources provide directorate level services to SWC's Policy and Program groups.

and tool development, accountability and an integrated approach to risk management within the organization.

- ***Address areas of management identified through the MAF assessment of 2008–2009:*** in an effort to enhance management excellence, SWC will take measures to enhance areas for improvement identified through the MAF assessment. For example:
    - In 2009–2010, SWC will carry out a validation exercise on its organizational values and this process will inform the development of a Code of Conduct as required by the *Public Servants Disclosure Protection Act*. Also, results from the 2008 PS employee survey will be used as a baseline for future data collection and benchmarking of organizational values and ethics practices as highlighted in the action plan. It is to be recalled that in 2006–2007, SWC introduced a three-year Plan of Action on values and ethics, which included a values exercise, development of tools, case studies, expanding the role of the Disclosure Advisory Committee, communication and evaluation.

Section III—Supplementary Information

3.1 Financial highlights

List of supplementary information tables

The following tables are located on the TBS website: http://publiservice.tbs-sct.gc.ca/estsd-bddc/index-eng.asp

- Details on Transfer Payment Programs
- Internal Audit
- Evaluation

3.2 Other items of interest

In 2009–2010, SWC will move beyond the transition period and focus on solidifying gains to advance the participation of women in Canada's economy, society and in decision-making and leadership roles. Of particular interest for the next fiscal year are a number of initiatives:

Action plan to advance equality for women

Since its creation in 1976, SWC has played an important role in advancing the overall status of women in Canada. The changes introduced in 2006 have further enhanced this role. In support of the Federal Action Plan for Women, SWC will implement a **three-pillar** strategy through a number of partnerships:

Improving women's economic security and prosperity: The focus of this direction is to ensure that women benefit from and contribute to the economic growth and prosperity of Canada. This will require SWC to develop strategies that promote women's attachment to the labour force, increase their participation in non-traditional occupations, ensure access to government benefits, and empower women to become full and active participants in this sector. SWC will, among others, assist in creating the conditions for success for women to become entrepreneurs, grow their businesses and participate in global trade and commerce, as well as in accessing procurement supply chains, and will encourage women and girls to develop the skills required in this sector. Examples of projects under this category include:

- ***Supplier diversity initiative:*** in partnership with economic development agencies, associations, the private sector and other departments, SWC will support the creation of WEConnect Canada. This non- profit entity is based on the United States and United Kingdom models that help train, mentor and certify women-owned enterprises to grow their businesses through the supplier diversity programs of large corporations as well as through the government procurement system.
- ***Canadian Advanced Technology Alliance – Women in Technology:*** a partnership project to increase women's participation in the advanced technology sectors.

Ending violence against women: To end violence against women, SWC will continue to work with a wide-range of partners to address social issues that impact women, collaborate with government departments and other stakeholders to develop policies and measures to combat violence against women, and provide financial and professional assistance to organizations for projects that address violence against women and girls. In particular, SWC will continue to address violence against Aboriginal women by continuing the work accomplished in partnership with NWAC through the Sisters in Spirit initiative. Examples of projects under this category include:

- ***Practical Frameworks for Change:*** a project designed to improve the delivery of services in women's shelters in Alberta through the development of best practices in women's safety, health, and culturally sensitive services.

Encouraging women in leadership and decision-making roles: In 2009–2010, SWC will work with key partners in creating conditions for success that facilitate the integration of women in key positions in Canadian corporate boards, public institutions and the private sector. It will, at the same time, invest in projects that prepare women to assume leadership and decision-making roles. This will include measures to promote awareness of future choices available to young girls to occupy key roles in the decision-making institutions across society.

- ***Experiences Program:*** a partnership project with Equal Voice and with private sector and civil society partners across Canada to attract girls and young women to the democratic process and to promote their engagement at all levels of government in democratic institutions. This includes a Speakers' Bureau and a Mentoring Program involving political leaders at the federal, provincial, and territorial levels and young girls and young women who aspire to play a civic leadership role.

Statutory and departmental reports

Status of Women Canada Main Estimates: Report on Plans and Priorities

Status of Women Canada Performance Report

For other publications, please visit the SWC Web site: http://www.swc-cfc.gc.ca

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Annex—Feedback on the 2009–2010 RPP

Thank you for taking the time to review our RPP. We welcome your comments and suggestions which we will use to enhance the quality of our planning and performance reporting.

		Yes	No
1.	Is this your first exposure to Status of Women Canada's RPP?	☐	☐
2.	Is there an improvement over our previous reporting documents?	☐	☐
3.	Would you recommend this report to someone else?	☐	☐

Why or why not?

_____

_____

4. In what capacity did you read our RPP? (Check one only)

Member of the House of Commons/Senate	☐	Canadian public	☐
House of Commons/Senate staff	☐	Media	☐
Federal/provincial/territorial Public Servant	☐	Private sector	☐
Canadian NGO	☐	International organization	☐
Other (specify):	☐	Foreign organization/government	☐

_____

5. Why did you read our RPP? (Check all boxes that apply)

As part of a Parliamentary Committee	☐
To increase your knowledge about SWC	☐
To understand how resources will be used	☐
To appreciate the accomplishments and challenges of SWC	☐

	Dissatisfied	Satisfied	No opinion
Please rank your satisfaction with the following:			
Usefulness of content	☐	☐	☐
Readability	☐	☐	☐
Concise reporting	☐	☐	☐
Ease with which specific information can be found	☐	☐	☐

Suggestions for improvement:

_____

_____

Please fax comments and suggestions to Ainalem Tebeje (613-943-2386)